

Outline PRM 11, Task 2

18 March Revision

The Role of the DCI:  
Responsibilities, Authorities and Problems

Purpose

To develop a thorough but brief description and analysis of the role of the DCI, including identification and critique of problem areas.

Scope and Emphasis

The study will consider all DCI roles, but will emphasize a) DCI interaction with other departments, especially DoD and State, and b) issues where DCI responsibilities and powers appear to be out of balance.

18 March 1977

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I. Introduction

- A. Historical retrospect
- B. How management structure affects performance
- C. The organizational setting: a brief description of the scope of present day intelligence activities

II. The Statutory Authority of the DCI and Other Government Officials in the Intelligence Arena

- A. The DCI
- B. The Secretary of Defense
- C. The Secretary of State and Director, ACDA
- D. Others
- E. Congressional and Executive directives
- F. De facto roles -- activities not covered by statute

III. Roles, Responsibilities, and Authorities of the DCI

- A. The DCI as the President's Foreign Intelligence Advisor
  - 1. Advisor on policy
  - 2. Spokesman on substance
  - 3. Spokesman on operations
  - 4. Spokesman on the NFIP and budget
  - 5. Spokesman to Congress
- B. The DCI as Producer of National Intelligence
  - 1. What is national intelligence
  - 2. NIEs and the national estimates process
  - 3. Current national intelligence
  - 4. Warning and crisis-related intelligence
- C. The DCI as Head of the Intelligence Community
  - 1. A large role in flux
  - 2. Community mechanisms
    - a. The NFIB and its subcommittees
    - b. The NIOs
    - c. The Intelligence Community Staff
    - d. The DCI Planning System (Perspectives, DCID 1/2, etc.)
    - e. PRC (CFI)
  - 3. Non-Community mechanisms affecting the DCI
    - a. NSC level (e.g., PRC-PRMs, SCC, NSC reviews, MODE process)

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- b. DoD (e.g., DDI/ASD(I), program-budget process)
  - c. State (e.g., foreign service reporting, coordination of overseas actions)
- D. The DCI as Head of the CIA
  - 1. Executive management
    - a. Production
    - b. Collection
    - c. R&D
    - d. Covert action
  - 2. CIA in the Intelligence Community
    - a. Services of common concern
    - b. Dependence on other departments

#### IV. Management Problems

- A. Problems in Collection, Processing, Analysis and Production
  - 1. Establishing user needs
  - 2. Setting priorities and requirements
  - 3. Tasking and operational controls
  - 4. Producing national intelligence
  - 5. Meeting departmental product needs
  - 6. Net assessment
  - 7. I&W and crisis support
  - 8. The national-tactical relationship
  - 9. The peace-war dichotomy
  - 10. Compartmentation and dissemination
  - 11. Performance evaluation
- B. Problems in Programming and Budgeting
  - 1. Planning and requirements: Do needs or capabilities drive programs?
  - 2. Programming and budgeting: The process of deciding
  - 3. Programming and budgeting: The process of defending to OMB, President, Congress
  - 4. Intelligence-related activities
  - 5. Data, access, and authority

#### V. Other DCI Roles

- A. As protector of sources and methods
- B. As guarantor of propriety
- C. As counterintelligence participant
- D. As public spokesman
- E. Foreign liaison

#### VII. Conclusions

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